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29 JUL 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Midcareerist Follow-up

REFERENCE : DD/S 69-2849, same subject

1. In response to referenced memo each of the Offices of the Support Directorate has submitted a review of their Midcareerists. The replies are contained in attachments B, C, D, E, F, G, H, I.

2. Attachment A is a summary review, in chart form, of the replies keyed to your questions as stated in reference memo.

3. Paragraphs four through twelve of this memo summarize the significant points of the replies. However, I think these few general observations might be of interest as a backdrop against which to review the more detailed comments which follow:

A. For the five and one half year period under review, approximately 92% of those who attended are currently age 40 or older and approximately 53% of the 92% are still GS-13.

B. Of the 169 participants, 19 have been promoted to GS-15, 40 have been promoted to GS-14 and six to GS-13.

C. It can be concluded that your inquiry obviously triggered a basic review that for the most part had not or would not have been formally planned by the Directorate Offices. Accordingly, the replies are as worthwhile for what they fail to say as well as for the specifics some of them provide.

4. With the exception of 10 officers, out of a total of 169, the personnel who have participated in the MEDC 1963 thru mid 1969 are still considered as having potential for advancement to GS-15 if they have not already achieved that grade. However, the term "potential" is now being balanced by the term "prospect". If "prospect" is substituted for "potential" the outlook becomes far less optimistic. Taking into account

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the headroom at the level within the Offices separately and the Directorate as a whole, plus the comparative youthfulness of many of the GS-15/16 officers, it is understandable that "prospect" has come to assume equal importance with "potential." Basically there is a lack of headroom for many who are contemporaries and are competing in the same time frame for the same relatively few senior positions. Further, it is competition among a generally able group of individuals.

5. For most Offices the career plans are not considered as necessarily the vehicle for making the kinds of decisions one might anticipate would result from career plans. The plans frequently are random individual desires but are not really management tools. As one Office noted, "... "Career Plans" have rarely incorporated assignment projections which point to known attrition in specific key jobs."

6. Generally, MEDC graduates have been assigned to responsible positions. In some cases the assignments have clearly pointed toward grade advancement as well as professional development. Without reviewing the minutes of each Career Board that determined the assignments it would be difficult to verify to what extent such assignments were "planned" rather than representing "targets of opportunity." However, a sample survey of the assignments indicates a clear correlation between Agency needs and Officer suitability.

7. As a group, the Offices were non committal in terms of specifics regarding further advancement in grade but generally all had reasonably firm plans for key assignments of certain individual officers.

8. As a group, the Midcareerists have fared very well in additional training since completion of the course but the replies from the Offices do not draw a direct relationship between the training/and advancement, nor between training and plans for the individual officer's development.

9. No Office has a clearly defined program for specific additional training for Midcareerists on a career development basis but each Office places strong emphasis on the role of training as a development tool.

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10. Most Midcareerists have served outside the central office system of his own career service and most have had overseas service. Their combined service represents a truly broad perspective of Agency experience.

11. Some further observations may be made on points that weren't specifically addressed in the memo requesting the Office replies:

A. We have lost an earlier distinction that existed between the Midcareer Program and the Midcareer Executive Development Course. Only OTR seems to have clearly retained this distinction in submitting their reply.

B. There is some indication, at least in the Support Directorate, that maybe we filled a quota for some of the courses rather than formulating a clear notion of Mid-Careerists in selecting candidates. This in turn raises the question as to the real need to run the Course as frequently as we do, and further, that we may have a language gap as far as what is meant by a "comer".

C. While the Program was clearly aimed at the GS-13/14 group, provision was made for the promising GS-12. This part of the message must have been muted since there have been only ten GS-12's programmed, four from the DDS, four from OL, and two from Commo.

D. It may also be politic to raise the question with the Offices as to why women seem to be virtually excluded from the Program. The entire Support Directorate has sent only one woman (Miss O/Personnel) to the MEDC.

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E. Worth highlighting for your attention is the Office of Security practice of. . . "removing Officers from the Mid-career Program upon promotion to GS-14. . . ". This practice may reflect the differing concepts of Midcareer.

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F. In light of your proposed program for "Career Service Briefings" it is suggested that you might wish to schedule the Office of Personnel first in order to have the opportunity to review with them their "... meaningful succession program..." which might have application in your later meetings with other Offices.

G. An immediate remedy to the age and grade profile of Midcareerists in the Support Directorate may be to urge the Offices to identify more of the promising GS-12's for the next couple of MEDC runnings.

12. In considering the sheer volume of work that was required to reply in as strict adherence to your format and as completely as they did, the Office of Communication, I think, merits a special nod for a job exceptionally well done. The Office of Security was a close second and matched by the Medical Staff which had a lesser task in terms of numbers. This is not to say that the other submissions were not adequate or complete in the essence of their replies, but the Offices noted above did a superior job.



Career Management Officer
Deputy Director for Support

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